



THE DEPUTY SECRETARY OF DEFENSE  
WASHINGTON, D.C. 20301-1000



JUN 9 2001

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
CHAIRMAN OF THE JOINT CHIEFS OF STAFF  
UNDER SECRETARIES OF DEFENSE  
DIRECTOR, DEFENSE RESEARCH AND ENGINEERING  
ASSISTANT SECRETARIES OF DEFENSE  
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE  
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE  
DIRECTOR, OPERATIONAL TEST AND EVALUATION  
ASSISTANTS TO THE SECRETARY OF DEFENSE  
DIRECTOR, NET ASSESSMENT  
DIRECTORS OF THE DEFENSE AGENCIES  
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Biennial Review of the Defense Agencies and DoD Field Activities

This memorandum announces the start of the 2001 Secretary of Defense Biennial Review of Defense Agencies and DoD Field Activities. The Biennial Review will serve as an important source of objective information upon which to consider continuing transformational and Defense-wide improvements.

The Biennial Review fulfills a number of purposes. First and foremost, it complies with Section 192(c) of Title 10, United States Code, which states that "periodically (and not less often than every two years), the Secretary of Defense shall review the services and supplies provided by each Defense Agency and Department of Defense (DoD) Field Activity." The statute further states that the review shall ensure "there is a continuing need for each such agency and field activity" and that "the provision of those services and supplies by each such agency and field activity, rather than by the Military Departments, is in more effective, economical, or efficient manner of providing those services and supplies or of meeting the requirements for combat readiness of the armed forces." An additional purpose of the Biennial Review is to provide useful organizational-customer feedback to the Directors of the Defense Agencies and DoD Field Activities regarding the level of satisfaction held by their organizational customers. This information is also useful to those Office of the Secretary of Defense Principal Staff Assistants with Defense Agency and DoD Field Activity oversight responsibilities.

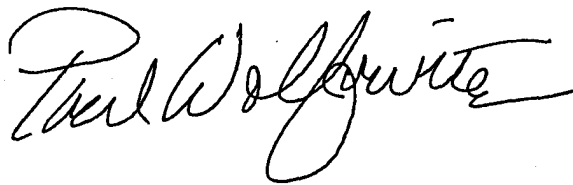
For the third consecutive time, the Biennial Review will focus on the level of satisfaction held by the organizational customers of the Defense Agencies and DoD Field Activities. Using a standard survey process, the results will be summarized and analyzed in a written report that will be published no later than March 2002. While there is no statutory requirement to submit this report to Congress, it will be distributed to key senior officials within DoD. Even though the

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Defense Agencies and DoD Field Activities are subject to a number of review and oversight activities, it's important to recognize the unique purpose and process of the Biennial Review. No other oversight activity provides an objective assessment by organizational customers for all Defense Agency and DoD Field Activity support and operations.

The Director of Administration and Management (DA&M) will conduct the review for the Secretary of Defense. DA&M will use the assistance of Westat-a research and technical services firm with expertise in performance measurement. Upon request, DA&M staff will provide you with a short executive in-brief on the Biennial Review process. Additional information on the Biennial Review as well as the most recent report can be accessed at <http://www.odam.osd.mil/omp/index.htm>.

Please identify a point of contact, who should be a senior official authorized to speak for you and your organization. All addressees are asked to provide the name, title, phone number, fax number, and e-mail address of your POC to the DA&M Biennial Review POC, Mr. Mark Munson. His contact information is as follows: 703-697-1142/1143 and e-mail at [mark.munson@osd.mil](mailto:mark.munson@osd.mil).

A handwritten signature in black ink, reading "Paul Wolfowitz". The signature is fluid and cursive, with a long horizontal stroke at the end.

cc:  
DA&M